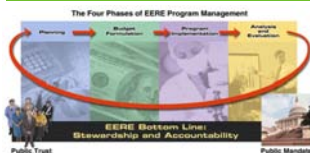




Appendix F-2 Model Performance Objectives for Program Managers



The following are hypothetical performance objectives for program managers in planning and evaluation, budget formulation, and program implementation. These objectives link the responsibilities of the program manager to the performance requirements of the organization. (Note: They do not represent performance objectives currently invoked in existing performance standards.)

Planning and Evaluation Objectives

1. Develops/updates a current multi-year plan/roadmap that is aligned with EERE direction and program priorities, objectives, and results approved by the supervisor.
2. Effectively plans for the full utilization of all resources available for program implementation. Uses costing of obligated funds as a measure of work performance and program completion. At the end of each fiscal year, all funds should be obligated, and all obligated funds should be costed except a minimal amount to ensure continuity of work. As a benchmark, this should be less than 25 percent of annual appropriations.
3. For the budget level provided, develops an annual spend plan, 60 days prior to the fiscal year of implementation, that is aligned with program priorities and objectives.
4. Concurrent with the annual spend plan, develops an annual procurement/fund transfer plan that transmits 90 percent of the funds with the first fund transfer of the new fiscal year, completes work to the maximum extent feasible, and defines the basic scope of work and evaluation criteria for procurement/financial assistance solicitations.
5. Directs retrospective peer reviews of the performance, progress and results of the assigned program/program area.
6. Refines annual and multi-year plans using retrospective peer review results.
7. Through the chain-of-command, advises management of any developments that may substantially affect program policies, perceptions of the effectiveness and efficiency of the program, or the attainment of program goals, objectives, or results.

Budget Formulation Objectives

1. Prepares budget requests that align with EERE priorities and directions.*
2. Revises budget requests throughout the budget formulation process.*
3. Develops briefing materials and appeals.
4. Writes replies to Congressional questions and inquiries that reflect EERE positions.
5. Writes congressional testimony that aligns with EERE priorities and directions.
6. Through the chain of command, advises management of any Congressional staff inquiries and any substantive issues concerning the budget request and defense process.

* These tasks are accomplished through the EERE Strategic Management System.

Program Implementation Objectives

1. Develops and maintains complete and accurate spend plan, project, and milestone data as part of the EERE Corporate Planning System and Data Center for the Strategic Management System.
2. Develops fund transfer and procurement documents.
3. Assigns work tasks to support service contractors and national laboratories consistent with their roles as defined by Departmental guidance.
4. Monitors the processing of fund transfer and procurement documents to ensure the transfer of funds for implementation.
5. Monitors task orders, financial assistance action, and acquisition actions to ensure performers' (including national laboratories) compliance with the approved scope of work and cost and performance schedules.*
6. Directs corrective performance actions on the part of national laboratories, other contractors, and recipients.*
7. Monitors monthly MARS/FIS reports to track the status of the obligation and costing of funds.
8. Formulates and directs corrective actions with national laboratories and DOE Procurement Offices to obligate funds.*
9. Formulates and directs corrective actions with national laboratories and DOE Procurement Offices to cost funds.*
10. Evaluates proposals/applications for acquisition or financial assistance actions as either

and initial reviewer, merit review chairperson or member, and /or program policy reviewer (some of these may be for other programs).

11. Writes responses to assigned correspondence, taskers, vetting requests, and other inquiries.
12. Through the chain of command, advises management of any developments that may substantially affect program policies, perceptions of the effectiveness and efficiency of program implementation, or the attainment of program goals, objectives or results.

*EERE Corporate Planning System and Data Center provide effective program/project management tools for these tasks.

